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No way of thinking or doing, however
ancient, can be trusted without proof.

Henry David Thoreau, *Walden*



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A quarterly publication for the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest.

NATIONAL SECURITY INFORMATION

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index

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COMMENT	4
THE DIRECTORATE	10
A View of The Senior Officer	
Rotation Program	10
Calling All Women—And Men Too!	13
FORUM	16
INNOVATION.....	24
Declassification First	24
Electronic Funds Transfer	27
The New Look In Instructor Training	29
Employee Benefits Week	30
DEFINITION	32
CCCR—What is it?	32
ZBB in CIA	33
FEATURE.....	38
Behind Every Good Boss	38
Employee Benefits An Update.....	40
ABOUT DDA	44

VOLUME 3, NO. 1

SECRET

SECRET

comment



The DD/S&T—15 YEARS LATER

Leslie C. Dirks,
Deputy Director for Science and Technology

(C) Last fall the Agency passed its thirtieth anniversary. While the DD/S&T has roots which reach back almost 30 years, the Directorate, as an organization, is considerably younger. The S&T was born some 15 years ago out of the cauldron created by the "missile gap" panic of the early Kennedy years. Director McCone, stimulated by that particular event and also faced with the dramatic surge of new strategic weapons systems under development in the Soviet Union, felt a need to refocus intelligence assets and capabilities. What was needed, Mr. McCone concluded, was a sharper focus on technical intelligence including both collection of raw information and the development of new intelligence analysis and production capabilities. These twin goals required both additional people and a different mix of capabilities. In particular Mr. McCone saw a critical need to couple more closely

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the technical intelligence analysis elements of the Agency with the development and operation of new, improved technical collection systems. To accomplish these specific objectives, he established a new Directorate of Science and Technology in the Agency combining the then one year old Directorate for Research with the DDI's Office of Scientific Intelligence. Mr. McCone selected Dr. Albert Wheelon to head up this new Directorate.

(C) In responding to the Director's challenge, Dr. Wheelon, during his tenure as DD/S&T, was concerned with a broad range of new initiatives aimed at expanding the technical intelligence production elements of his Directorate and with formulating and carrying forward a number of new technical collection activities. As is always the case with any major upheaval which impacts ongoing processes and organizations, Dr. Wheelon faced not only substantive and technical challenges but also organizational and bureaucratic disputes. While some of these disputes were within the Agency itself,

the most contentious were outside the Agency and involved a number of well established vested interests. With the strong support of Mr. McCone, Dr. Wheelon succeeded in achieving most of the goals he established for himself and the S&T.

(C) Dr. Wheelon left a strong base of operations for Mr. Duckett when he became the DD/S&T some eleven years ago, Mr. Duckett concentrated on continuing the evolution of the DD/S&T, both in broadening the program base and strengthening the technical staff. When Mr. Duckett retired 18 months ago he left the Directorate with a solid program base and with an equally solid and experienced team of people to carry forward the various activities.

(C) The DD/S&T is now a major center of technical excellence and operational competence and is well accepted throughout the Intelligence Community. The DD/S&T provides extensive support not only to the mission of the CIA, but also to the entire Intelligence Community. Within the last sev-

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eral years, a number of major management decisions have impacted on the DD/S&T mission and on its organizational structure. These organizational and mission changes, together with a number of less obvious adjustments in how the DD/S&T relates with the internal Agency environment and to the external Intelligence Community, have led to a number of significant changes in the Directorate and how it goes about its business. While this process of change is still very much in progress, it might be interesting and useful to DDA personnel (so many of whom are intimately involved with the DD/S&T) to briefly describe several of the major factors involved.

(C) About a year ago the DDCI, in consultation with the Executive Advisory Group, decided that the time had come to consolidate once again the intelligence production elements of the Agency in the DDI (now the National Foreign Assessment Center). As a result, technical Intelligence production responsibilities were removed from the DD/S&T along with two offices, the Office of Scientific Intelligence and the Office of

Weapons Intelligence. There is a strong rationale for this organizational adjustment. While the intelligence problems of the early sixties required a singular focus on technical intelligence and were well served by combining technical intelligence production with technical collection, the intelligence problems have since changed in character. The Agency's unique role of producing quality national Intelligence in support of the President and key Cabinet level policymakers is clearly better served by an integration of production resources. This combination makes possible a more effective multidisciplinary analytical approach to priority intelligence problems and results in an intelligence product more responsive to the full range of senior officials who depend so heavily on that product. At the same time the DDCI recognized the importance of retaining the close coupling of intelligence production with technical collection activities. This coupling had been the key to the past effectiveness of the DD/S&T. The fears of some of us that this close connection would be lost or at least diluted have proven in the main to be groundless. Because it was recognized that

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this close relationship must be protected and nurtured by all concerned, the new organizational arrangements are working well.

(C) DD/S&T has for several years provided a wide range of engineering and technical operational support to the DDO. I am sure that there has been some concern in the DDO about separating this key technical support activity from the DDO. However, as in the case of the DD/S&T-NFAC relationship, both DDO and DD/S&T recognize the importance of fostering a close working relationship between the two directorates. This is essential to enhance our technical support to DDO's critically important operational components. I believe that this inter-directorate relationship is working increasingly well and that we are developing the broad and responsive program needed to support DDO technical requirements. Within the DD/S&T we have been able to take advantage of technical developments from other programs and to use people with technical program management experience to support the DDO. This inter-directorate dependence, driven by the technical support

requirements, has had the desirable side effect of bringing the two directorates much closer together. It has opened opportunities for cooperation on a wide range of activities of mutual interest.

(C) The Agency research and development program has also gone through a considerable evolution during the past several years. As a result of a series of decisions which began in 1973, the DD/S&T is now responsible for an R&D program supporting the entire Agency. Dr. Stevens, when he was Director of ORD, was responsible for designing the procedures which have led to a better focused and more responsive R&D program. The R&D program now responds to the requirements of every Agency component where long-range R&D is appropriate and to the degree feasible within resource constraints. A notable consequence of the new program planning process is the dramatic growth in long-range R&D on basic analytical methodologies in support of NFAC.

(S) The Agency SIGINT program which has made many unique contributions in the past

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is now more vital than ever. The program has this year been consolidated within the Directorate and is firmly established as an important element of the United States SIGINT System. After more than a year of detailed discussion and sometimes contentious struggling, spearheaded initially by [REDACTED] and ably carried forward by Messrs. [REDACTED] we have now worked out and clearly defined a process for insuring the close coordination of all aspects of the Agency SIGINT program with the Director, NSA. At the same time, the agreement allows room for the initiative and flexibility which has characterized Agency successes of the past. While the detailed implementation of these new understandings is still very much in process, I am satisfied with the course we are on and optimistic for the future.

STATSPEC

(U) Through NPIC [REDACTED] the Directorate provides broad support to the entire community in these important functional areas. While both of these organizations were transferred to the DD/S&T from the DDI, I am persuaded of the wisdom of the

current arrangement. The basic information requirements which govern the day-to-day operations of both groups continue to flow as they have in the past, directly from the intelligence production components of the Agency and the Community. At the same time both organizations are benefiting from their closer proximity to the technical and operational assets of the Directorate.

(C) After a number of years of struggling and bureaucratic strife, the Directorate is now well established in national program areas. The Directorate is recognized through the Community as a key contributor and creative innovator on a range of programs of critical national importance. The Directorate currently receives over half of its budget from national programs budgets. It has direct management responsibility for development and operation of a number of activities and is also responsible for pursuing advanced technology and for associated planning for future programs. The key to Directorate success has been the close working relationships with intelligence production elements which also report to the

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DCI. In no small measure due to these close connections, the Directorate remains unique within the Intelligence Community in terms of flexibility and technical competence and in the understanding of national intelligence priorities and problems that should drive technical collection developments.

(C) None of the successes the DD/S&T has enjoyed over the past 15 years would have been possible without the essential and strong support from the DDA. Over these years, literally hundreds of DDA careerists have either served on assignment to the Directorate or have worked in close support of the Directorate. We have benefited from outstanding and understanding support from all of the offices of the DDA and have been pleased with the high quality personnel assigned to us. The understanding and unqualified cooperation of the several Deputy Directors for Administration over these years has been key. While current and future challenges will no doubt require an adjustment in the patterns of this support, it will be no less essential to the future than it has been to the past. I know that the

Directorate will continue to provide challenging assignments for the full range of support personnel and that the DDA will recognize the critical importance of this support for the long term viability of the DD/S&T.

(C) As the Directorate approaches maturity, we will face a range of new management and organizational challenges as well as changes in priorities. The rapid growth of personnel and programs which has been typical of past years will no doubt decrease. We will need to maintain the vitality so essential to new and innovative programs, but to do so we will have to pay increasing attention to development of technical and operational competence and to freshness of approach. Training, flexibility in assignment of key people, and careful recruiting of new people will all be increasingly important. While the realities of the future will give rise to new and different challenges, we can look to that future with confidence and optimism. I am certain that the Directorate, along with our sister organizations, will successfully master the challenges ahead.
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the directorate

A VIEW OF THE SENIOR OFFICER
ROTATION PROGRAM

ML) ODP

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An attempt to measure the success of the senior rotation program, now over one year old, at once raises the question of how the strategy is to be judged. In fact, the evaluation may be as much an act of judgment as the original conception, and as subject to error. Although the program may not have achieved cerebral ecstasy with all involved, I judge the program to be beneficial to the Agency. On the individual level the program provides the challenge and excitement of a new career without the inconvenience and risk of changing the employer. For the host organization a limited amount of new blood can provide protection against the myopia and stagnation that may result from inbreeding. Overall, the Agency should benefit from the improvement in the mix of talent, skills, knowledge and maturity of the personnel.

The DDA's announcement of the program in October 1976 marked an unprecedented deviation from past practices. As in all new endeavors risks exist to threaten benefits and precautions require attention. The selection procedures had to be sufficiently accurate to identify personnel with adequate intelligence, experience, supervisory ability, initiative and motivation to contribute and compete in an unfamiliar situation. (It is probably unanimous among the participants that management did an outstanding job in this area.) The host organization has to possess the commitment and tolerance to encourage and evaluate the opinions and perceptions that an outsider should possess. Success in these two areas will guarantee a viable program.

The program has provided an insight that did not occur to me as a user of centralized services. Although anyone realizes that scheduling and queues are inevitable with the efficient use of any centralized service, it is not generally recognized that even if a

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supreme being would establish priorities in the best interest of the Agency, there would be some dissatisfaction.

Components have a penchant to negatively stereotype centralized services when individual demands are not met. After occasional participation as a belligerent user of centralized services, it was enlightening to observe through the program that centralized services also classify users. Here is how it goes in the applications area of ODP, the area of my present assignment. Imagine a straight line, a continuum. Start at the left with the hostile entities that are cloistered and protective. Next, moving toward the right, would be some combination of the uncomprehending, the inattentive and the unsympathetic. Adjacent to this category are the aggressively ignorant. Next are the technically competent but parochial. The higher levels include the sophisticated user who cooperatively works with ODP to select the system with the most attractive cost benefit trade-offs.

Classifications can be destructive. It is particularly unfortunate when difficulties are rooted in inadequate understanding and poor communications. Knowledge and experience should bestow on users of centralized services greater sophistication. Knowledge and experience should instill in the provider of the service a greater sensitivity to the requirements of the user. The rotation program can help diffuse the knowledge, experience, attitude and sensitivity to efficiently conduct the diversified functions of the DDA.

(ADMINISTRATIVE-INTERNAL USE ONLY)

EDITOR'S NOTE:

the OL participant in the Senior Officer Rotation Program, is currently assigned to ODP/Applications as the Chief of Division C.

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CALLING ALL WOMEN—AND MEN TOO!

[REDACTED] ISAS

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(U) On 15 September, the DDA Federal Women's Program Working Group held a meeting in the auditorium to introduce DDA women to their representatives, and vice versa. Mr. Michael J. Malanick, A-DDA, the keynote speaker, expressed DDA management's strong support of the Women's Program, and made reference to a memorandum from President Carter stressing support of the program. He also described the AIM and FUST programs developed to enhance career development in the DDA.

[REDACTED] Federal Women's Coordinator for DDA and Chairman of the DDA's Women's Working Group, introduced [REDACTED] CIA Federal Women's Program Coordinator. [REDACTED] detailed the history and development of the program in the Agency. [REDACTED] DDA Equal Employment Officer, described the DDA "Total Woman," a composite of DDA's many talented women. Each DDA

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(C) DDA Federal Women's Program Working Group and guests at recent meeting. Seated,

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component representative to the DDA Working Group was recognized with a brief biographic profile. Included in the program was a showing of the film, "We, The Women" narrated by Mary Tyler Moore which provided highlights of the women's movement in the United States. The standing room only audience was evidence of DDA women's interest in this program.

(U) The Working Group is presently made up of:



(U) The Group works closely with the Federal Women's Program Board to ensure

equal opportunity for women, identify actions needed to meet those goals, identify problems and issues, promote activities to increase the awareness of DDA personnel concerning Agency and Government-wide goals and programs for women, make recommendations as appropriate, and annually report on progress and accomplishments.

(U) Get to know your representative and let her know of your interest in this area. We welcome suggestions, comments, and your active support.

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forum

"ADMINISTRATION IS ..."

SECURITY	17
Arrests Lead to Espionage Convictions	
COMMUNICATIONS	17
Emphasis on Accountability	
MEDICAL SERVICES	19
What Have You Done For Us Lately?	
LOGISTICS	19
Support Trend of the Future?	
TRAINING	21
Task Force on Critical Training Needs	
PERSONNEL	21
A Survey with Impact	
DATA PROCESSING	22
Top Management Gets Involved in ADP	
FINANCE	23
Implementation of the General Accounting System	

1977 was an especially eventful year for the Agency, for the Directorate, and for each of the offices.

And so, as we turn the calendar with this, the first issue in 1978, we asked each of the Deputy Office Directors the question: "In your opinion, what was the most interesting event in your Office during 1977?"

These are the answers.

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security

ARRESTS LEAD TO ESPIONAGE CONVICTIONS

OS

The arrests of Edwin G. Moore, in December 1976, and of Andrew D. Lee and Christopher J. Boyce in January 1977 on charges stemming from their attempted/actual compromise of CIA classified material have had a resounding impact on OS. Despite the large expenditure of effort, time and money centered on assessing damage done and minimizing recurrences of such actions, one thread common to both cases emerged preeminent: The success of our security program in the past and our hopes for the future depend, most importantly, upon the integrity and reliability of our employees and others who are exposed to sensitive classified material. We have learned that locks, bars, safes and other security hardware can never substitute for that vital human element.

(UNCLASSIFIED)

communications

EMPHASIS ON ACCOUNTABILITY

OC

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(U) The most interesting event of 1977 in the Office of Communications spanned the entire year. This event was a continuing demonstration of the newly generated interest in accountability. We saw it manifested in the activities of the House Appropriations Committee (HAC), the Office of the Inspector General, and the OC Reorganization Task Force (RTF).

(C) The HAC investigation was motivated principally by the relative size of the OC budget; but it no doubt received impetus from the widespread Congressional interest in the Agency over the past three years. The investigation was thorough. It was conducted over a period of nine months by two members of the Surveys and Investigations Staff, HAC, who had complete access to OC files, personnel, and Installations. They also had access to our customers inside and

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medical services

"WHAT HAVE YOU DONE FOR US LATELY?"

[REDACTED] M.D., OMS

OMS has undergone a subtle but significant change in its direction over the past 2 years. Substantial commitment to health education by OMS and *active participation* by all employees are the essential hallmarks of this change. The participation by employees in programs for detection of breast cancer and high blood pressure, cardiopulmonary resuscitation (CPR) training, and voluntary health screening has been extensive and gratifying. This enlightened response by employees is the most interesting event during the past year and encourages us to move toward our joint goal of increased effectiveness and well-being as individuals. You've done a lot for us (and yourselves) lately.

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logistics

SUPPORT TREND OF THE FUTURE?

[REDACTED] OL

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(U-AIUO) OL participated in an extremely diverse range of activities in 1977, from renovating and furnishing the Community Headquarters Building to providing logistical support for the swearing-in ceremony for Admiral Turner and for the Project OUT-REACH tours; to a major consolidation of the printing plants at Headquarters, to planning for the procurement and physical facilities for NFAC's Project SAFE. Of more long-term interest, though, was the establishment of a trend in how OL will probably support foreign operations in the future.

(C) Along with the rest of the Agency, OL has lost a significant number of logistics positions overseas. Requirements for logistical support haven't dropped a corresponding amount, and operating components are more frequently tasking OL for TDY support.

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training

TASK FORCE ON CRITICAL TRAINING NEEDS

OTR

An OTR Task Force conducted a survey on "Critical Training Needs," and the Director of Training reported on it in January 1977 to the Executive Advisory Group. The survey indicated that the critical areas of training for all directorates except DDO are management, administration, and clerical training, and general or orientation courses. In the DDO, the major concern, as expected, is operations training, followed by management and foreign language training. The interviews of office and staff chiefs across the Agency also provided a general endorsement of OTR training.

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personnel

A SURVEY WITH IMPACT

OP

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The Executive Advisory Group met more than a dozen times during FY 1977 on personnel-related matters—hence, it was a busy year for OP. Of the many events we could identify, one, which actually took place in the Transition Quarter preceding FY 1977, proved to be of outstanding importance. As its analytic payoff occurred during last year, it is appropriate to relate it to FY 1977. In the summer of 1976, OP surveyed 25 percent of the Agency's employees on their perceptions of personnel management effectiveness. The results were summarized for the Director in October 1976 and were highlighted subsequently in an Employee Bulletin. A comparison of the results for the different Career Services was completed in April 1977. In recent months, more detailed analyses have been completed for the heads of Career Services.

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The results of the survey have been of great interest to management, provoking a series of questions by the present and former DCI's, the DDCI, the Executive Advisory Group, and employee groups. In consequence, a number of management actions have been taken. These include:

- the adoption of new regulations for consistent promotion and separation policies.
- a new policy to rate supervisors on their performance in handling initial assignments of employees.
- a revised procedure to identify low-ranked employees.
- a revised regulation on grievance procedures.
- a review of the use of letters of instruction and of quality step increases.

Additional actions are likely in the future, particularly in matters relating to career development.

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data processing

TOP MANAGEMENT GETS INVOLVED
IN ADP

[REDACTED] Jr., ODP

The most interesting event during 1977 was the assumption by the Executive Advisory Group (EAG) of the responsibility for managing Automatic Data Processing (ADP) resource planning and utilization throughout the Agency. The EAG will establish an ADP budget during the CIA program review focusing on the functional use of ADP and major ADP investments. During the operating year, the EAG will review the cost effectiveness of all major projects which are currently supported by ODP. Top management will, for the first time, be in a position to make Agency-level decisions on priorities when contentions for limited ODP resources arise. Further, all key ADP investment issues will be reviewed at the EAG level to ensure that our large ADP expenditures are in the overall interests of the Agency.

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finance

IMPLEMENTATION OF THE GENERAL ACCOUNTING SYSTEM

OF

States government. It is being used as a model by the Interagency Data Base Group and has been the subject of much interest and briefings to other government agencies. (CONFIDENTIAL)

From a professional point of view, I would have to say that the most interesting event that occurred during Fiscal Year 1977 was the implementation of the General Accounting System (GAS). Of course, on the whole, other things that happened in Fiscal Year 1977 were also quite interesting; such as the continuing probes, reviews and surveys by the various committees in Congress, certain changes in handling funds received from other government agencies, negotiations and studies done in conjunction with the State Department for OMB on State/CIA relationships, etc. However, the impact of GAS and the future implications of this automated system to the financial integrity of the Agency in years to come cannot be over-emphasized. It is probably one of the most, if not the most, sophisticated accounting system developed by any agency of the United

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innovation



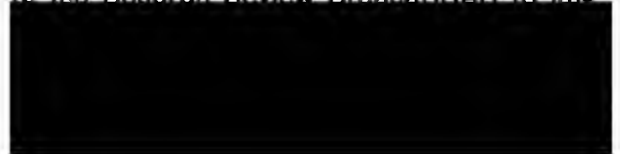
DECLASSIFICATION FIRST

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Michael J. Malanick, A-DDA, declassifies the first document under the Agency Records Review Program on 18 November 1977.



(C) Directorate Focal Point Officers assigned to the Records Review Branch/ISAS to im-

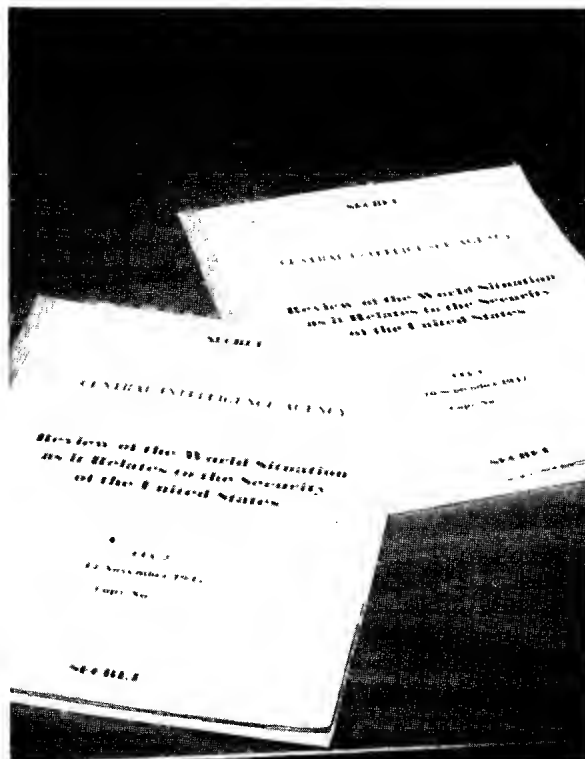


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First documents to be declassified under the Agency Records Review Program, produced by the Office of Reports and Estimates.

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ELECTRONIC FUNDS TRANSFER

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On 23 January 1978, we will deliver a computer tape to the Washington Disbursing Center (WDC), Department of the Treasury. This tape will contain the name, bank account number, and amount of annuity for each overt CIA retiree (under the CIA Retirement and Disability System (CIARDS)) who has authorized deposit of annuity to his bank via electronic funds transfer (EFT). Four days later, the WDC/Treasury will send this information to the Federal Reserve District Office in Richmond, where the deposits will be computer sorted into geographic areas based on allottee bank location, then merged with similar data from other EFT tapes from other employers and/or retirement systems. Two days later, a computer tape will be prepared which contains the deposit information for all banks in the same geographic area and the data will be sent electronically to the Federal Reserve Bank which serves that geographic area. Here,

further computer sorting and merging again takes place, and on 1 February the deposit information will be sent by special courier or electronically to the retiree's bank and the annuity amount credited to his account. No check to be lost in the mail, no delay in deposit because the check was delayed in delivery—a sure thing!

EFT was developed by various industrial and financial associations in conjunction with the Federal Reserve Board, the Department of the Treasury, and the National Automated Clearing House Association. The glut of commercial paper sent for clearance through the banking industry has risen to the point where the volume is seriously taxing the clearance system, despite mechanical sorting devices. The solution? Don't draw a check—send only the amount to be credited. The computer was a natural for this purpose, and EFT is the result. Communication lines are being expanded and switching terminals installed to handle the traffic which, hopefully, will become the rule rather than the exception. The banking industry benefits by

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reduced costs for handling bank debits and credits, and will be able to provide better service to its depositors. The employer benefits by the elimination of costs for preparing checks. The individual benefits because he will no longer have to worry whether his check has been deposited to his account.

Many government retirement systems are now sending annuity deposits by EFT for all personnel electing the option—Civil Service, Railroad Retirement, Social Security, Air Force Retirement, Veterans Pensions, and now overt CIARDS Retirements. This is a voluntary (elective) program—the individual is not required to participate. Naturally, he is being encouraged to participate because of the tremendous savings (currently estimated as 15 cents for each deposit each month) that will be realized by the government and the benefits that will accrue to the individual.

Although this service is not yet available for the deposit of salary entitlements of government employees, the Department of

the Treasury is working on the expansion of this program to include salary deposits; implementation for Treasury personnel is targeted for late in calendar year 1978. The Agency expects to implement EFT procedures for salary deposits of overt CIA employees who elect the option as soon thereafter as feasible. It is anticipated EFT procedures also will be implemented for salary deposits of personnel under official cover in phase with implementation of EFT procedures by the cover agency, if possible.

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THE NEW LOOK IN INSTRUCTOR
TRAINING

[REDACTED] OTR

Formerly known as the "Instructor Training Workshop," this 10-day course has been pared down in title to simply "Instructor Training," and in length to 5 days.

One of the major reasons for this change was the increasing difficulty of participants in getting away from their jobs for more than a week at a time.

To maintain as much of the established content as possible, certain activities—such as readings and lesson preparation—now take place outside of class, primarily as pre-course work.

Greater emphasis is placed on lesson/course analysis and design and on post-instruction evaluation procedures; as the course's sponsor, the Instructional Development Branch strives to promote "account-

ability" in this, along with other OTR programs.

In addition to being available for small groups, Instructor Training is now offered in a tutorial mode as well. Work is being done to provide yet another option for the student: an individualized self-paced version. It is anticipated that this learning alternative will be available by early spring.

Yet another change is the running of the course on a scheduled, rather than on an "on-call" basis. Scheduling and other information on the new look of Instructor Training may be obtained by calling [REDACTED] on [REDACTED]

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EMPLOYEE BENEFITS WEEK

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[REDACTED] OP

The newspaper reports that medical costs have climbed to another high with hospital expenses approaching \$200 per day and you wonder—can I afford that if I get sick? A colleague in the office next to you opts for early retirement so he can travel a little and then pursue that second career he has been thinking about, and you wonder—could I retire now—how much would my annuity be? At lunch in the cafeteria you overhear a conversation about someone being seriously injured on the job, and you wonder—who pays his medical bills, does his salary continue, for how long, what if it was me? Your secretary works to supplement the family income so that a college education will be assured for her daughter but the rising cost of education seems to put it out of reach, and you wonder—isn't there someone, somewhere who can help that bright young lady get her degree? Someone in the

carpool says he's got enough life insurance so that if he dies, his kids can still go to college and there will be enough left over to comfortably supplement his wife's survivor annuity, and you wonder—is there some way my budget can provide that kind of protection—and you wonder, if I die will my wife get a survivor annuity? It was rumored yesterday that the boss's son needed a great deal of blood to pull him through surgery, and you wonder—how was the blood made available, should we offer to replace it, would blood have been available if it were my son, or my wife, or me?

The answers to these worrisome questions and a hundred more like them are as close as the telephone but few employees take the time to get the answers. Just as almost all of us read the auto insurance policy *after* the accident—the fire insurance policy *after* the smoke has cleared—almost all of us look into what benefits our employer provides only when we are faced with an actual need. By so doing we throw away a big benefit from our benefits package—the peace of

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mind that comes from knowing how we are already protected in case a need arises.

This idea became the springboard that launched Employee Benefits Week. The original intent was to place a booth in the J corridor of the first floor of headquarters building where a graphic display and a generous offering of literature would encourage noontime passersby to raise benefits questions of representatives from Personal Affairs Branch, Insurance Branch, and Retirement Operations Branch. However, from opening day on 15 August, employee response was almost too good. The benefits experts were kept so busy that they hardly had time for more than brief general questions and replenishing of the stacks of handouts. The "Booth" was open daily for one week from 11:30 a.m. to 1:30 p.m. By closing on Friday, 19 August, there was some decrease in customers but they were still there in significant number as the booth was shut down for the last time. Over 20 different pamphlets covering FEGLI, health benefits, CIARDS and Civil Service retire-

ment, VIP, the Blood Donor Program, GEHA's insurance offerings, the Educational Aid Fund and the Public Service Aid Society were made available. Over 6,000 pieces of literature were picked up by inquisitive employees during the 10 hours the booth was open.

We don't know how many hours have since been spent reading all that literature but we had fun in passing it out. All the favorable comments that were volunteered during "The Week" made it all the more enjoyable. We just hope the next time an employee has cause to wonder about a particular benefit need, he or she will remember Benefits Week and give us a call. Telephone extensions for Personal Affairs Branch, Insurance Branch and Retirement Operations Branch may be found under the Office of Personnel in the yellow pages of the Agency Telephone Directory.

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definition

CCCR—WHAT IS IT?

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[REDACTED] OMS

(S) In order to assist in meeting the challenge of terrorist actions throughout the world, OMS has formed the Center for Counterterrorism and Crises Response. The Center provides behavioral science support and guidance to the Agency and the Intelligence Community in the areas of counterterrorism and limited force crises.

(C) Composed of a staff with backgrounds in psychiatry, the behavioral sciences and criminology, CCCR attempts to understand the psychodynamics of individual terrorists and terrorist groups. This involves the collection and analysis of relevant behavioral information from both overt and covert sources.

(U) CCCR also addresses the problems of the victims of terrorism. In this area CCCR develops guidance to be used by potential victims of threats, assassinations, kidnap-

pings, hijackings, etc. Attention is also paid to the management of victims following such trauma. Reentry problems and post-crisis somatic systems are some of the areas under study.

(U) A third major function is the development of crisis management techniques and their application to ongoing crises. Generally this takes the form of providing guidance to the managers and decision makers through appropriate channels.

(S) During the past year CCCR carried out its functions in three areas: data collection, training, and crises management. Management profiles of skyjacking incidents were developed from data provided by airline crews and debriefing of released hostages. Information on the management of terrorist incidents in Europe and Israel was collected through TDY travel to those areas.

(S) In the area of training, CCCR personnel regularly participate in OTR training programs such as the Special Overseas Orienta-

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ZBB IN CIA

(MF) O-Compt

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(U) Have you seen no potential impact of zero-base budgeting (ZBB) on your job? Is ZBB just another of the short-lived fads such as PPB and MBO brought to you in an ever-changing budget and management alphabet soup? If you answered yes to the above questions, read on and greatly enhance your chance for success and happiness in your Federal career.

What is ZBB?

(U) Zero-base budgeting is a planning, budgeting, and management system that is being used to develop the Fiscal Year 1979 Federal Budget. Though new to the Federal Government in its present form (the US Department of Agriculture made an abortive attempt in the early 1960's at analyzing their budget program from ground zero up), zero-base budgeting has been used by business

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organizations and local and state governments for several years. Zero-base budgeting popularity advanced significantly because of attention and support of President Carter, but it is more than just the President's support that makes zero-base budgeting a valuable management and budget process.

(U) Zero-base budgeting provides for an examination of the entire program and not just the increment that is being added or the resources at the margin of the requested level. The traditional incremental budgeting approach of the Federal Government offers budget officers and management decision-makers the option of saying yes or no to a program buildup, but little chance to review a range of options and trade off resources in the base for new programs. Zero-base budgeting is an attempt to correct this flaw in traditional budgeting and provide line managers a chance to participate in a systematic review of budget priorities of the entire range of options from the minimum level that puts you out of business to a Santa Claus list of all the resources any power-

hungry manager desires. It is this focus on the range from the minimum to the maximum that brings the budget base under scrutiny and gives managers a queasy feeling that any sacred cows hidden in the budget base may be discovered and lost to higher priority needs. The application of zero-base budgeting to the Federal Government brought not only the departure from budgeting for business as usual at an increased level but also new terminology and forms to be understood.

Primer on ZBB Terminology

(U) Zero-base budgeting need not be cumbersome and in a simple approach involves only 5 steps:

- Identification of decision units—decision units are the program or organizational entities for budget preparation for which top managers make significant decisions on the amount of spending and the scope or quality of work to be performed.

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- Development of decision packages—decision packages are the alternative program or activity levels and resource requirements for decision units at the various levels, i.e., minimum, austere 1, 2, 3..., current or enhanced 1, 2, 3....
- Ranking of decision packages—this process allows managers to array program or activity levels in decreasing order of priority.
- Preparation of detailed budget estimates for inclusion into the President's Budget for Congressional appropriation—this process requires a document formulated by zero-base budget techniques and presented and defended in traditional budget concepts with appropriate crosswalks between the two budget approaches.
- Implementing zero-base budgeting as a management tool for the operating budget.

CIA ZBB Experience

(C) The CIA experience with zero-base budgeting began several years prior to the 1979 Budget. A modified form of zero-base budgeting has been used by CIA since the mid-1970's when a budget program structure using resource packages was developed. The resource packages were, in fact, decision units. The 1979 Budget was developed from the approximately 400 resource packages (decision units) which were divided into 932 decision packages. These decision units and packages were incorporated at the directorate level into 65 decision units. The Office of the Comptroller ranked the 65 decision units into 285 decision packages. For the National Foreign Intelligence Program (NFIP), these were packaged into seven consolidated decision units and 46 consolidated decision packages but this consolidation step had little or no significance on the ZBB process. The 65 decision units are roughly at the office component level, although some combine various components or provide a breakdown of a single component.

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(U) The budget formulation, review and ranking process involved more Agency managers in the budget process. The setting of management objectives and ranking methodology began at the component level with review and re-ranking at the various management levels. The final ranking of Agency programs was developed by the Office of the Comptroller and reviewed and approved by the Executive Advisory Group.

(C) The zero-base process for the 1979 Budget was implemented on a crash basis throughout the Federal Government and the CIA and NFIP experience show the impact of this. The short implementation schedule made it impossible to train properly, the size of the completed budget book tripled from last year and the internal Agency process was uneven in results among directorates. The overall Agency process appears to have been very successful and the make-up of the 932 CIA decision packages helped highlight our requirements for appropriate high ranking in the total NFIP. As this article is being written, the final Presidential decision has

not been made on the requested level for CIA and NFIP for 1979. Indications are that CIA stands in good stead to obtain the required resources to handle increasing quantities of information, improve the quality of finished intelligence, maintain our clandestine collection and operations skills and provide the necessary support for the Intelligence Community. Our continued success depends on our ability to plan, budget, and manage through the ZBB process.

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feature



BEHIND EVERY GOOD BOSS...
Is An Efficient, Professional Secretary!

██████████ O-DDA

Many times this phrase is said in jest, but when it is said directly by your own boss, it takes on more meaning and you can believe it is true.

My career started in 1949 at the Department of Agriculture as a temporary appointee, GS-01. As my shorthand was stale, I ended up typing eight hours a day. Under the supervision of a professional secretary, I quickly became aware of the shortcomings that would preclude my advancing to the rank of a true Executive Secretary. I periodically took brush-up courses in shorthand at night in order to maintain a fast speed and hopefully take on more responsibility in the job.

After spending two years abroad as a contract employee, I entered on duty with the Agency in September 1956. I had

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the usual secretarial training/orientation courses. My career has taken me throughout Europe as well as to the Far East, starting as a branch secretary, division secretary and on to Chief of Station secretary. In October 1972 I was fortunate to be in the first group of secretaries selected for the Executive Secretarial Seminar, which is now entitled Office Management Seminar. Most of the secretaries had been on board for many years and were well aware of the problems encountered in managing front offices. The problems seemed to be common to all and were exhaustingly discussed from early morning until late in the evening. The course proved to be interesting, productive and beneficial to all attendees. The group returned to their respective offices with a keener sense of management responsibility. This course is still given by OTR and is certainly recommended to all senior secretaries who want insight in approaches to better management of their offices.

Based on personal experience, advancement requires hard work, self-determination

and a great deal of initiative. There will be good times and bad times. The true professional secretary must constantly bear in mind that the boss will expect the very best at all times and in all respects. The key ingredient is to learn how he thinks and what he thinks. Knowing this will assist in providing the support he needs and the relief from small details. An efficient secretary is not only part of the staff but also a most essential person with much responsibility. If the secretary feels her input can assist her boss in making the right decision, it is her duty to offer recommendations and suggestions. The secretary often is the boss' closest confidant in the office and must be competent enough to relieve him of his more routine responsibilities. Remember the boss' schedule comes first, even though it will occasionally conflict with the secretary's. The boss expects neatness both in product as well as personal appearance. A sloppy performance is quite often related to a sloppy appearance. These are just some of the important characteristics or traits of a good and efficient secretary.

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Many secretaries have opted to move on to other fields, and maybe some day an opportunity will open for me. Meanwhile, I will continue to take pride in doing my best in managing the office and, most of all, having my boss' career and best interest at heart. Being a good, professional secretary is like all professions, if you have the desire to strive for perfection, then you will attain your "place in the sun." It has been a broad range of experience, and I have enjoyed my career with the Agency to its fullest extent.

After working twenty years in another Directorate, I have now transferred to the Office of the Deputy Director for Administration—a whole new world with many new challenges.

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EMPLOYEE BENEFITS—AN UPDATE

RAD/OP

The following is a summary of various items with which the Retirement Affairs Division of OP has been concerned with during the past few months.

Financial Planning Seminar

The idea of this seminar was conceived in RAD/OP some years ago. A brief version of it was conducted at NPIC earlier this year as an experiment. Experience was so favorable that approval was sought and obtained to expand the concept to an Agency-wide basis. Two outside speakers were brought in and, together with a representative of OP, they conducted a Financial Planning Seminar in the Auditorium on the mornings of 21, 23, and 27 September 1977.

The Seminar was intended principally for younger employees and is designed to impart an understanding of the elements of

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financial security, to describe how the benefits deriving from Federal employment are a part of such security, to emphasize the importance of protecting acquired assets and to suggest other sources of information and guidance on this important subject. Apart from supplying such information, the principal objective of the Seminar was to catalyze the efforts of those in the audience to become actively involved in planning their own financial futures. The "feedback" from members of the audience suggested that the objective was achieved. Comments such as, "It opened a whole new world for me," "it made me realize things that I had never been aware of," and "I was prepared to be interested but I became enthralled" were typical.

RAD/OP was responsible for the planning, support to and arrangements for the Seminar and will be the action office for future seminars of this type. The turn-out, about 275 each day, for the September seminar was good and it is anticipated that it will be offered again, probably on an annual basis.

You should make a point of "talking it up" next year—and you come too!

Retirement Information Seminar

This annual seminar was held this year on 5 mornings between 1 and 15 November 1977 in the Auditorium. It focused on areas believed to be of general interest and concern to all prospective retirees. A combination of Agency and outside speakers were used, including a panel of Agency retirees who discussed their experience since retirement.

Attendance at this year's seminar was very good. Subjects covered included housing and relocation, continuing education, legal pitfalls and opportunities, dealing with stress, financial planning, tax strategies, testing and counseling, post-retirement employment and activities, and Social Security.

The Director spoke at the second session of the seminar, emphasizing the importance which top management places on the sub-

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ject of retirement planning. Readers of the *DDA Exchange* are reminded that although the Retirement Seminar is offered only once a year, individual retirement counseling sessions are available to employees every work day of the year.

Voluntary Investment Plan (VIP)

The Board of Trustees of the VIP held a general meeting in mid-July 1977, in the Auditorium. This meeting was open to all VIP participants and any other interested employees. The purpose of the meeting was to permit those in attendance to raise questions concerning the VIP, to make suggestions regarding its operation and to get to know the members of the Board of Trustees and their Advisors. Although attendance was not great, the meeting resulted in some useful exchange of information and ideas. Those questions which could not be answered on the spot were considered later by the Board and appropriate answers were then posted on the Agency bulletin boards for the information of all participants.

The brochure on the VIP which was published in 1973 is being revised and updated. It is expected that the new version will be printed prior to the end of 1977. Distribution to all employees is not planned but any employee interested in VIP or any present participant can obtain a copy by calling the VIP Officer on extension [REDACTED]. A copy of the brochure will be sent to each component Personnel Officer and Support Officer in order to promote their familiarity with the Plan and to enable them to provide "first echelon" answers to employees' questions.

The VIP Board of Trustees maintains a continuing review of the performance of the investment media in which the VIP participates and examines alternative investment options in line with the goals for the VIP. Options reviewed recently have included index funds, bond funds and flexible policy funds.

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SECRET

about dda



SUMMER ONLY EMPLOYMENT	45
REINVESTIGATION PROGRAM	46
KEEPING UP WITH CAS	48
PROJECT OPPORTUNITY	51
BEHIND 15 MINUTES OF HISTORY....	53

3 November 1959

SECRET

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SUMMER-ONLY EMPLOYMENT

██████████ OP

For the past 24 years, with the exception of the summer of 1964, children and wards of Agency employees have been given the opportunity to compete for a limited number of Summer-Only appointments in the Agency. Such employment opportunities necessarily have been restricted to these dependents for economy and security reasons. Dependents work from mid-May through 30 September, performing essential temporary or backlogged work. Their duties generally are those of clerks and typists.

The program was small at its inception but requirements, employee interest in the program, and the number of applicants and participants grew rapidly. During the period 1966-1970, the Agency received an average of 749 applications to fill an average of 480 positions. In 1971, the number of dependents employed was 200, approximately half the number employed in 1970. The reasons

for this reduction were (1) budgetary restrictions imposed on the program and (2) complaints that some dependents were not fully employed. In recent years the Summer-Only Program has been limited to approximately 225 dependents.

Each year around mid-October OP distributes a Headquarters Notice announcing the Summer-Only Program. This Notice sets forth specific application procedures and provides general information about the program. Dependents are selected for the program based primarily on the scores received on the Agency clerical aptitude tests. They must also meet medical and security qualification standards. Those who wish to be considered for jobs requiring typing are invited to take the Agency typing test.

Qualified Summer-Only employees are appointed at the following grade levels: high school graduate—GS-02; one or more years of college—GS-03. Those selected must be willing to work in any of the Agency's various

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locations within the Washington, D.C. metropolitan area. Assignment of the Summer-Only employees is the exclusive responsibility of OP. If possible, efforts are made to place these employees in positions which will give them basic experience in occupations which they have chosen for their future careers.

The Agency Summer Employment Program has always been extremely popular with Agency employees and their dependents. As expected, the majority of summer employees find their jobs routine and less than challenging. Nevertheless, a large percentage of these employees indicate a high degree of satisfaction and enjoyment with their brief exposure to the Agency. Although it is commonly understood that the program is not intended as a recruitment device, it is obvious that this brief exposure has influenced the career decisions of some dependents who have indicated a definite interest in later career employment with the Agency in a professional capacity.

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REINVESTIGATION PROGRAM

OS

(U) Why me? I've been a dedicated and loyal employee for 10 years. Doesn't Security know I'm under cover? I don't have time to fill out this form.

(U) I'm sure *DDA Exchange* readers have heard or used these and other expressions of exasperation and disbelief when notified of their consideration for reinvestigation. After all, all Agency employees go through exhaustive Security screening prior to their entrance on duty. The CIA is generally acknowledged to have high caliber employees. Why then, a reinvestigation?

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(C) The program for systematic review and clearance update of Agency employees was formalized in April 1961, the requirements of which were set forth in HR [REDACTED]. The Martin-Mitchell and Dunlap espionage cases at NSA, FBI studies, and information received from Soviet defectors pointed toward the need for a continuing program to identify

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potential security vulnerabilities or problems of a personnel security nature which could develop into an actual threat. The recent Edwin G. Moore case and the Boyce-Lee case in industry have served to strengthen the justification for a continuing reevaluation of clearances within the Intelligence Community.

(C) As with any program dealing with large numbers of people and limited resources, the Reinvestigation Program has had its ups and downs in terms of staying on a five-year cycle. The Reinvestigation Program has had to defer occasionally to high priority projects which were draining manpower within OS. Consequently, reinvestigations have fluctuated from year to year with as few as 445 completed in 1963 to a high of 3,129 completed in 1969. OS anticipates closing between 1,500 and 2,000 reinvestigation cases in 1978.

(C) Among employees the two aspects most often discussed about reinvestigation are: first, the field investigation during which interviews with associates are conducted

and records checks are made; and second, the reinvestigation polygraph interview which, unlike the more comprehensive pre-employment polygraph, deals with counterintelligence matters.

(C) If an employee has any concerns about any aspect of a reinvestigation, no matter how slight, it should be brought to Security's attention by calling [redacted] (red).

(U) OS has not intended its efforts in reinvestigation to be in any way punitive, coercive or threatening. The Reinvestigation Program is simply an orderly and periodic review and updating of the clearances of all CIA employees. It is an important aspect of the protection of the Agency's resources, products and, most importantly, its people.

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KEEPING UP WITH CAS

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The basic procurement authority for the Agency is contained in Sections 3 and 8 of the CIA Act of 1949, as amended. This Act authorizes the CIA to procure necessary supplies and services by either formally advertised or negotiated procurement methods in accordance with selected provisions of the Armed Services Procurement Act of 1947, which is implemented by the Armed Services Procurement Regulation (ASPR). Therefore, it is the policy of the CIA to follow ASPR in effecting procurement to the maximum practicable extent, except in those areas where the Federal Procurement Regulations (FPR) are applicable to all executive agencies. An example of the application of the FPR's in Agency procurements is in the procurement of Automatic Data Processing Equipment (ADPE) and services. The CIA has a formal delegation of procurement authority from the General Services Administration for the lease, purchase, and/or maintenance of

ADPE information processing, communications, or intelligence operations by the Agency or any activity under its operation or technical control.

During the course of a year, there are numerous changes made to the ASPR through the issuance of the Defense Procurement Circular (DPC). The majority of the amendments is brought about by laws enacted by Congress or through legal interpretation by some judicial body. The changes are written in language which is closely interpreted by professional contracting personnel. Some of these changes involve great technical complexity. This was the case when a major policy change was instituted in the costing of government

(C) Cost Accounting Standard Team (left to

OF.

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contracts. Effective 1 October 1976, the Cost Accounting Standard (CAS) recognized the imputed cost of capital as an allocable cost, the purpose of which was to provide greater motivation to government contractors to invest in cost effective capital improvements, thereby achieving long-term efficiency and cost savings. The implementation of this change impacted the allocability of certain costs as well as the contracting officer's determination of fee.

In order to train professional procurement personnel and professional audit personnel, two 1-day seminars were held during November 1977, to familiarize the individuals with CAS. The seminars were conducted by Sterling Institute, a private contractor, who has given the course to a great number of Federal contracting personnel and the private contracting sector. A total number of 63 individuals attended from the decentralized contracting teams located in the metropolitan area [REDACTED]

[REDACTED] as well as individuals from

Procurement Division and Commercial Systems and Audit Division, OF. Comments from the attendees indicated that the seminar was well received and many requested that further in-house training of this sort be considered.

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PROJECT OPPORTUNITY

OP

Quietly almost, in a routine ceremony on the morning of 7 July 1977, a select group of 20 employees was administered the Oath of Office that began for them a unique opportunity to enter Federal Service. The original swearing in ceremony took place 8 years earlier on 1 July 1969 when the first "Experimental Group" entered on duty. In retrospect, it is interesting to note that the Agency was operational with its Project Opportunity Program a full 5 weeks before the 8 August 1969 Presidential message to Department and Agency heads spelling out their responsibilities in the area of equal opportunity to all citizens.

CIA's Project Opportunity Program is designed to off-set the disadvantage of inadequate education and past discrimination of some minority applicants through intensive training and counseling before they

are given their first permanent assignments. In effect, the pre-assignment period gives them the opportunity to upgrade their skills so that they are more competitive with applicants who meet the minimum employment standards and are permanently assigned as soon as appointed.

Candidates are high school graduates whose test scores and typing abilities fall below minimum standards but who appear to have the attitude and aptitude to benefit from a training program directed specifically toward their area of weakness. They are appointed at the GS-02 level and after EOD processing enter a formal training program. The first three groups received their training here in the Agency but in 1972 an agreement was reached with the Civil Service Commission to take over the training. The course is titled "Basic Skills Development" and is a combination of three basic sub-courses: "Introductory Typing," "Office Methods and Behavior" and "Essentials of English," plus individual counseling. Upon successful com-

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pletion of the 3-week course they are promoted to GS-03 and permanently assigned throughout the Agency wherever requirements for clerical personnel exist.

Today, after nine EOD classes, the bottom line reads like a D & B profit statement. A tentative investment in forward-looking personnel administration has paid off; 122 persons have been employed under the program in 13 major components. The Agency has benefited, the employee has benefited and the success of the program has given dramatic license to those who subscribe to the Management by Objective philosophy.

In closing, a word about supervision—the response of first line supervisors was and continues to be critical to the success of the program. Professional supervisory techniques and empathic guidance in the initial stages of assignment are a requisite. Fortunately those components utilizing the Program have given it strong management

support and good supervision has been the rule rather than the exception. A final question. Why hasn't *your* office taken advantage of Project Opportunity personnel?

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BEHIND 15 MINUTES OF HISTORY

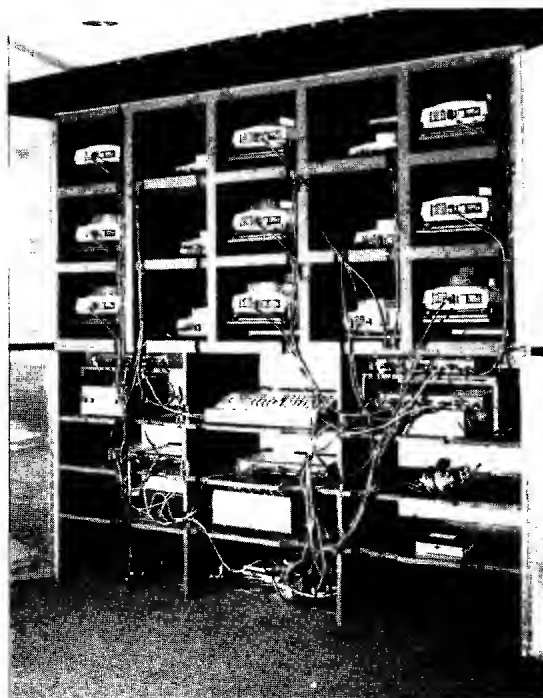
OTR

The 15-minute, multi-image, sound/slide presentation on the history of intelligence shown during the recent open-house sessions took 1100 man-hours to produce.

Some of those hours were spent on hardware problems, such as the search for the most reliable projection and program-control equipment, the design and construction of a structure to house 15 projectors and a mini-computer, and the precision grinding by [REDACTED] of 8-inch lenses that could project out 65 feet.

The Historical Intelligence Collection provided the bulk of the factual data and historical photographs. Additional graphic

The mini-computer and 15 projectors used in the multi-image presentation on the history of intelligence.



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25X1A

Approved For Release 2002/02/19 : CIA-RDP86-00114R000100130001-5

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material was acquired from six other Agency components, the Bicentennial Commission, the Smithsonian Museum, my own personal collection, and the White House.

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The narration was done by [REDACTED] in New York, and the music and sound effects were added locally. A commercial production house, using our shooting script, did the final mixing and tape programming. Custom alignment of the projectors and "fine tuning" of the slides completed the production phase.

The running of this entirely automatic show, which includes the resetting of the equipment for the next show, is accomplished by the pressing of one button. To date, the program has run almost 50 times without a single equipment malfunction.

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A frontal view of the automated projection booth.

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